

Title

- ① Office Communications  
Networks  
(1 wk to produce)

SHIP  
June 4

(APRIL)

- ② Software Maintenance  
Trends  
(1 wk to produce)

June 18

(MAY)

- ③ Performance Measurement/  
Capacity Planning

July 2

(June)

1895

1895

1895

1895

1895

1895

1895

1895

|      |                                    | <u>Date of Report</u> | <u>Shipped</u> | <u>Status</u> |
|------|------------------------------------|-----------------------|----------------|---------------|
| J101 | Future IBM                         | Oct                   | Dec            | -             |
| 2    | Package d Sw                       | NOV                   | Jan            |               |
| 3    | Office of Future                   | Dec                   | Jan            |               |
| 4    | CAD + Graphics                     |                       |                |               |
| 5    | Beyond TSO                         | Feb                   | ✓              |               |
| 6    | Op Storage Sys                     | Jan                   | ✓              |               |
| 7    |                                    |                       |                |               |
| 8    | User Controlled Software + Systems | MARCH                 | now            |               |
| 9    |                                    |                       |                |               |
| 10   |                                    |                       |                |               |
| 11   |                                    |                       |                |               |
| 12   |                                    |                       |                |               |
| 13   |                                    |                       |                |               |

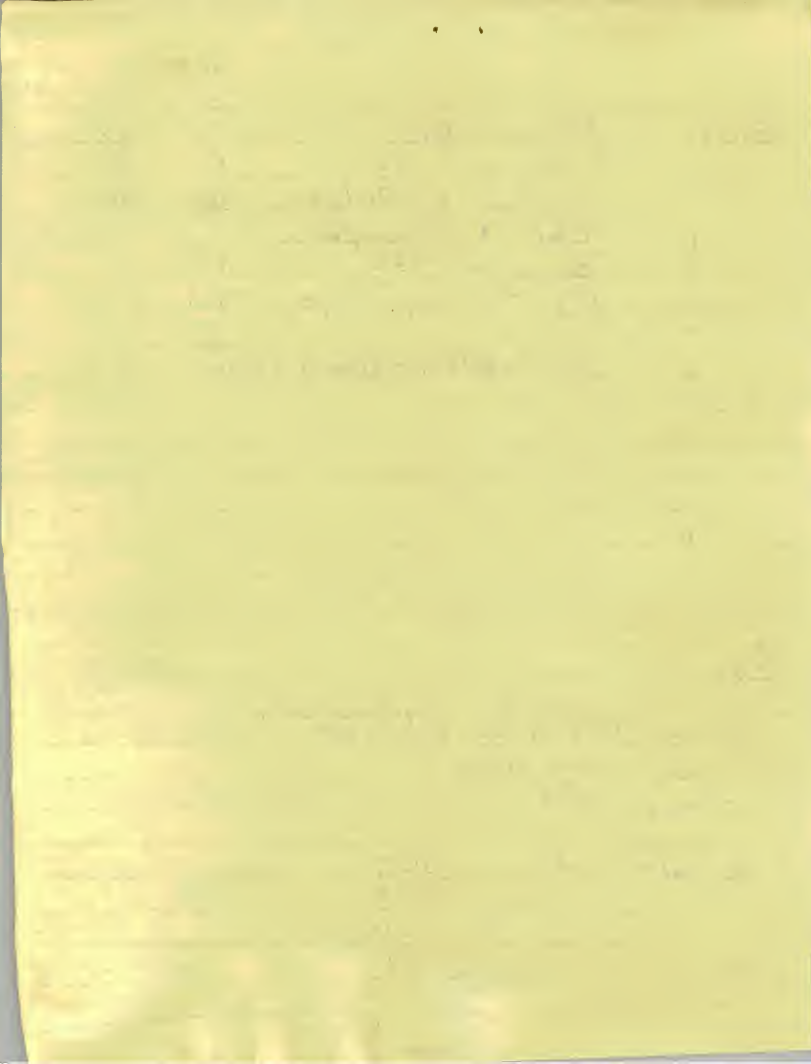
Ed:

Assign Job codes to 7 remaining reports

- prog work state
- proj sched

Available Codes

J107  
 9  
 10  
 11  
 12  
 13



Randi - fyi from George Heid.

RECEIVED

JAN 20 1982

PALO ALTO

CONSULTING PROGRAM IN INFORMATION  
SYSTEMS AND SOFTWARE

RECEIVED

OCT - 5 1981

NEW JERSEY

- This subscription program will operate on a six-month basis. The first program period will be from October 1, 1981, to March 31, 1982.

PRESENTATION

- Attendance at a general presentation in Tokyo, on Information Systems and Software developments, delivered by Peter A. Cunningham, INPUT President, or other INPUT senior consultant.
- The first presentation in Japan for this subscription period is planned for October 1981. An additional presentation probably will be scheduled in March 1981.

REPORTS

- Monthly reports on issues of importance in Information Systems and Software, or on specific vendor action, especially IBM. An Executive Summary in the Japanese language will be included with each report.

- Reports now scheduled are:

|                  |        |   |                              |
|------------------|--------|---|------------------------------|
| Done             | Oct    | 1981: "Future of IBM Data Base/Data Communications Software"              | J101                         |
| Substitute       | Nov.   | 1981: "Applications Software for Personal Computers: Latest Developments" | J102                         |
| Done             | ✓ Dec. | 1981: "Managing Office-of-the-Future Developments"                        | J103                         |
| New - NJ will do | Mar.   | 1982: "New Software Languages: A Perspective"                             | J104                         |
| New - Bud        | Jan.   | 1982: "Graphics and CAD Software for Microcomputers"                      | (shipping another see below) |
| Done             | ✓ Jan  | 1982: "Optical Storage Systems and their Application"                     | J106                         |

- Reports tentatively scheduled for second subscription period from April 1, 1982 to September 30, 1982 are:

|            |       |   |   |
|------------|-------|---|---|
| Hot Custom | April | 1982: "Software Maintenance Trends"               | Could use 2/81 "Digest of Trends In US Software Field" from Y-INF with some rewriting. Orig suggestion probably thought of FSP 1979 report - not suitable |
| Potential  | ✓ May | 1982: "User-Controlled Software and Systems"      | probably UCUE - but could use UV24  |
|            | June  | 1982: "Disaster Recovery Systems"                 | New   |
|            | July  | 1982: "Office Communication Networks"             | could use part of UNDN  |
|            | Aug.  | 1982: "New Software Productivity Tools and Aids"  | could use UV20  |
|            | Sept. | 1982: "Performance Measurement/Capacity Planning" | could use part of USPE  |
|            | Sept. | 1982: BONUS REPORT "Annual Technology Update"     | will use section of UA82  |

Feb 1982 - 'Beyond T50: Productivity Tools Come of age'



*file: JISP  
+ Bill Totten*

July 14, 1982

MEMO

TO: George, Randi  
FROM: Pete  
SUBJECT: JISP Promotion

Bill Totten will be having a mailing of the JISP promotion material, copy of which is attached, this week.

He has arranged with his sales people will sell the program and they will take a 5% commission on any sales.

Bill commented that the material has started to arrive for which he is grateful and that things seem to be going quite well.

The meeting in New York should help in this area.

INPUT





MEMO

RECEIVED

JUL - 6 1981

PALO ALTO

To: All K.K. Ashisuto Employees  
Fr: Bill Totten  
No: 82-29 82.6.26  
Re: INPUT Corporation's Program for Our Clients

The news media (TN: newspapers and T.V.) recently has been filled with news about allegedly illegitimate, unethical, and illegal gathering of information in the computer and communications industry.

It is well known that every major supplier of such information-related systems systematically monitors the needs and plans of the users of such systems as well as the activities, market penetration, product characteristics, and financial performance of its competitors.

Moreover, most major users of such information-related systems have their own programs to monitor the needs and problems that other users are confronting, other users' plans for coping with those needs and problems, the products and services that are helping other users (and those that aren't helping others), and the products and services that the major vendors are expected to introduce in the future.

Vendors must gather and analyze such information to plan their own products and marketing strategies as well as to assess their competitors' activities. Users must gather and analyze such information to plan their information system development strategies and to acquire (TN: select) the most suitable products and services for implementing those strategies.



Fortunately, most of these information gathering activities are performed ethically and legally; as a result, one rarely hears of an incident such as the one that has been reported so prominently in the news media recently.

The great need for such information by both suppliers and users of information-related products and services has spawned the rapid growth of a new breed of company--market research and analysis firms (TN: chosa kikan) that, ethically and legitimately and legally, gather and analyze information to help both vendors and users plan their activities.

INPUT corporation is one of the most reliable, respected, and prestigious of these chosa kikan. Last Fall INPUT created, at my request, a new (TN: or special) program to make its services available to our clients. Several of our clients have subscribed to this program and seem to be deriving considerable benefits from it.

The purpose of this memo is to introduce INPUT's program to those of our clients who don't know about it, and to reintroduce the program to those clients who aren't yet taking advantage of it.



## ABOUT INPUT CORPORATION

As you probably know, INPUT corporation is one of the world's most-prestigious and most-respected consultants (TN: chosa kikan) in the areas of information and communications systems.

INPUT provides planning information, analysis, and recommendations to both suppliers and users of information and communications systems. INPUT's market research, competitive analyses, and technology forecasts help its clients' managers and executives make better plans and more informed decisions.

INPUT, which was founded in 1974, provides these services to hundreds of the worlds' largest and most technically-advanced organizations.

I have used INPUT's reports and services extensively in recent years and I've found them to be invaluable. Senior INPUT consultants--including its founder and president, Mr. Peter A. Cunningham--have made presentations to K.K. Ashisuto's users on such topics as:

- \* Application development and maintenance productivity
- \* CAD/CAM
- \* Usage of personal computers in large organizations
- \* User-controlled systems and software
- \* Decision Support Systems
- \* The office of the future



Most of K.K. Ashisuto's users have attended these presentations, and most of the attendees have praised the presentations lavishly for their insight and perceptiveness.

Last Fall, at my request, INPUT developed and announced a special program for making its services and reports available to Japanese users....at a very reasonable price. This program is described below.

I enthusiastically recommend this program to our users, because I believe it will help them plan better for the future while avoiding many of the mistakes and failures of the past.





## HOW INPUT's PROGRAM CAN HELP YOU

I realize that water, air, and information are considered to be free commodities in our country (TN: Japan). But I also recall the kotowaza: Tada yori takai mono wa nai. Everyone pays for information. The only question is, how you pay for it. Basically, there are two choices:

1. Buy the information you need, from reliable consultants whose only business is to supply information, or
2. Get free information from people whose business is to sell you something else. These people are willing to provide you information free--to the extent that such information will influence you to buy more of their products.

Unfortunately, too many of our (TN: i.e., Japanese) users have depended too much on the so-called "free" information provided by computer manufacturers' salesmen. This, I believe, has caused very serious product-acquisition mistakes. It also has caused many users merely to react to vendor product announcements instead of developing coherent long-term plans of their own.

Examples of the mistakes caused by this "free" information are:

- \* Three fourths of the only 400 3790s that IBM manufactured were sold in Japan. Forewarned users in other countries avoided this disastrous machine.



- \* Many Japanese users have had great and costly problems with IBM's 8100 because they believed it was a distributed processing computer. Users in other countries, whose consultants forewarned them, recognized that the 8100 was merely a communications controller while the 4300 was IBM's primary new CPU for distributed processing. Such users have been able to use both the 8100 and the 4300 successfully because they use each for its appropriate purpose.
- \* Most Japanese companies use much larger and more expensive computers for comparable on-line processing than American and European companies. The reason is that the Japanese companies are using IMS/DC while their forewarned American and European counterparts are using the much more efficient CICS where appropriate.
- \* Many Japanese corporations have had numerous problems implementing in-house time-sharing systems on very large and expensive computers, while similar American and European companies have implemented successful in-house time-sharing systems on much smaller computers. The reason is that these Japanese companies are trying to use IBM's TSO when they should be using IBM's VM/CMS.
- \* Many Japanese companies have been mystified by the fact that IBM's newer products provide much better support for COBOL than for PL/I. Their problem is that they were convinced that PL/I was IBM's primary programming language when, in fact, most IBM users throughout the world use COBOL.



These mistakes, which have been extremely costly to many of our users, could have been avoided if those users had bought reliable information instead of relying on the "free" information provided by salesmen.

I believe that the major reason for such mistakes as those suggested above is Japanese users' reliance on the "free" information provided by people who want to sell them hardware and software products. Most of these large and costly mistakes were avoided by users who were wise enough to buy unbiased information. "Tada yori takai mono wa nai!"

However, there is an even more insidious effect of relying on the so-called "free" information provided by the persons and companies that want to sell you something....immediately. That effect results from the fact that such information focuses on what those vendors want to sell you NOW. Such information not only doesn't help you plan for the future but, in fact, it often deflects your focus away from the future. That is, it causes you to focus too much on the present--i.e., presently available products--when you should be planning for the future.

A current example of this is the 'OA' boom. Most information systems users are being approached persistently by numerous vendors of products to 'automate' their (TN: the users') offices.

But how many users have a clear understanding of the so-called 'office automation' or 'office of the future' concept--or of the costs and benefits of this concept? How many, if any, of these vendors are helping you develop a coherent plan to increase (economically) the productivity of your company's white collar employees?



A major benefit of a consultive service like that offered by INPUT is that it helps you plan for the future--i.e., the problems you will be facing, and the technology that will be available to solve those problems, three to ten years from now. A company that uses such a service to plan its future wisely is prepared when the anticipated problems do arise, and is ready to evaluate, acquire, and implement the appropriate new-technology products and services as they become available. Such users plan their own destinies rather than reacting constantly to vendors' product announcements.





### WHAT YOU RECEIVE

Here is a description of what subscribers to INPUT's program receive.

1. INPUT publishes approximately 50 to 60 reports each year on major issues in Information Systems and Software, including forecasts and analyses of important vendor (especially IBM) actions. These reports, of course, are published in English.

From these 50 to 60 reports, we (TN: KKA) select and translate into Japanese one report each month. The reports that have been, or are now scheduled to be, translated are:

|             |   |
|-------------|---|
| Oct. 1981   | "Future of IBM Data Base/Data Communications Software"              |
| Nov. 1981:  | "Applications Software for Personal Computers: Latest Developments" |
| Dec. 1981:  | "Managing Office-of-the-Future Developments"                        |
| Jan. 1982:  | "New Software Languages: A Perspective"                             |
| Feb. 1982:  | "Graphics and CAD Software for Microcomputers"                      |
| March 1982: | "Optical Storage Systems and their Application"                     |
| April 1982: | "Software Maintenance Trends"                                       |
| May 1982:   | "User-Controlled Software and Systems"                              |
| June 1982:  | "Disaster Recovery Systems"   |
| July 1982:  | "Office Communication Networks"                                     |
| Aug. 1982:  | "New Software Productivity Tools and Aids"                          |
| Sept. 1982: | "Performance Measurement/Capacity Planning"                         |
| Sept. 1982: | BONUS REPORT "Annual Technology Update"                             |



Subscribers to INPUT's program are entitled to receive thirteen (13) reports per year. You can:

- a) Receive both the English and Japanese versions of the reports we select and translate.
- b) Receive, if you elect to do so, any one of INPUT's other reports as a substitute for any of the reports we select and translate. In this case, you get only the original English version of the report.

In addition, if you want more than thirteen (13) reports per year, you receive a substantial (50%?) discount on each additional report you order.

2. KKA maintains a library of all currently available INPUT reports in its Tokyo, Nagoya, and Osaka offices. Subscribers to INPUT's program are entitled to visit our offices and read any reports in our libraries at any time. However, you cannot copy or borrow the reports.
3. KKA conducts monthly half-day meetings for the subscribers to INPUT's program. These meetings currently are held at KKA's Tokyo office, but additional monthly meetings will be scheduled for Osaka and Nagoya as soon as we obtain enough subscribers in those areas to justify such meetings.

The purpose of these meetings are:

- a) To discuss the current status of the INPUT program.
- b) To provide guidance to INPUT to enable INPUT to improve its services to its Japanese subscribers.
- c) To provide a forum for INPUT subscribers to exchange information with one another.



Subscribers to INPUT's program are, of course, encouraged to attend these meetings.

4. INPUT conducts a special conference once each six months in Japan--in lieu of (i.e., in conjunction with) two of the abovementioned meetings--on Information System and Software Developments. These conferences are conducted by Mr. Peter A. Cunningham, INPUT President, and other senior INPUT consultants.

Attendance at these conferences is, of course, restricted to subscribers to INPUT's program.

5. You will receive an annual comparison of your company's DP plans and expenditures with those of similar U.S., European, and Japanese companies. To participate in this part of INPUT's program you must, of course, complete (TN: fill in) INPUT's annual user-survey questionnaire.
6. You will be able to submit a reasonable number of inquiries via KKA by letter, telex, or telephone to INPUT's consultants. INPUT will answer all such inquiries as quickly and as thoroughly as its expertise permits. This inquiry service will, among other things, help members to:
  - \* Verify rumors of impending vendor product announcements and price changes.
  - \* Get quick analyses of product introductions and price changes after they have been announced.
  - \* Get more tailored answers to issues, problems, or questions confronting subscribers of INPUT's program.



7. Many of INPUT's U.S. and European subscribers are eager to exchange information with other companies on such topics as:

- \* Communications
- \* Data Base
- \* EDP Management
- \* EDP Planning
- \* Hardware
- \* Office Automation
- \* Operations
- \* Outside Services
- \* Productivity
- \* Software

INPUT, via KKA, will arrange your visits to such companies whenever you plan to visit the United States or Europe.

8. Finally, subscribers to INPUT's program will be invited to attend any of INPUT's periodic U.S. and European conferences without charge.





WHAT YOU PAY

The regular fee for this service is:

| <u>6-month<br/>Subscription</u> | <u>12-month<br/>Subscription</u> |
|---------------------------------|----------------------------------|
| ¥950,000                        | ¥1,520,000                       |

However, you can receive a special discount by joining the program before 1982.9.30. The fees for such Charter Members are:

| <u>6-month<br/>Subscription</u> | <u>12-month<br/>Subscription</u> |
|---------------------------------|----------------------------------|
| ¥760,000                        | ¥1,216,000                       |

Alternatively, you can purchase individual INPUT reports at ¥315,000 per report. Please contact KKA for a list of currently available reports. Purchasers of individual reports, of course, receive only the reports that they purchase. They do not receive any of the other services provided to members of INPUT's program.



HOW TO JOIN

To subscribe to INPUT's program, all you need to do is fill in the attached order form and mail it to the following address:

K.K. ASHISUTO  
2-37-6 Nishi Shimbashi  
Minato-ku, Tokyo 105  
(03)437-0654



### RECOMMENDATION

Now and in the future you face an even more complex situation involving, for example, new software systems, personal computers, office systems, communications and new management methods. I believe that you will be able to make better decisions in these and other areas by using INPUT's services. Therefore, I enthusiastically recommend that you subscribe to INPUT's program.

Finally, I want to emphasize that I am recommending this INPUT, program to you for one, and only one, reason--because I think it will help you. KKA will receive only 10% of the price that each subscriber pays to join this INPUT program. KKA, obviously, will not profit financially from this program.



CONSULTING PROGRAM IN INFORMATION  
SYSTEMS AND SOFTWARE

Please enroll our company in the Consulting Program in Information Systems and Software. I have read and agree to the scope and conditions of the proposal. Please send reports and letters to:

Name

Title

Address

Telephone Number

Telex Number

☐ Please bill us for six month period beginning \_\_\_\_\_.

☐ Please bill us for 12 month period beginning \_\_\_\_\_.

CONFIDENTIALITY AGREEMENT

The client agrees to hold as confidential all information provided by INPUT through this study. The information provided shall be used only by the employees of and within the current corporate structure of the client and will not be disclosed to any other organization or person including parent, subsidiary or affiliated organizations without written consent of INPUT.

The client agrees to control access to the information provided to prevent unauthorized disclosure in violation of this agreement.

INPUT exercises its best efforts in preparation of the information provided under this agreement and believes the information contained therein to be accurate. However, INPUT shall have no liability for any loss or expense which may result from incompleteness or inaccuracy of the information provided.

Name

Title

Section

Company

Particular report subjects we would like are:





TELEX TO INPUT

file Totten  
JISSP  
RECEIVED

JUN 25 1982

PALO ALTO

To: Peter Cunningham  
Fr: Bill Totten  
Re: J-ISP

1. As you know, the first monthly J-ISP meeting is scheduled for July 6th. At that meeting, we must show that we're making progress toward what we promised to do at the May 26 JISP meeting.



2. As you will recall (see also notes from your May 28th meeting with Junko and me), we agreed to the following:

A. You will provide <sup>us</sup> a one page (or paragraph?) abstract of your speeches for each future visit to Japan at least one month prior to each visit.

B. You will send <sup>three</sup> us (3) copies of all 1981



reports and executive summaries for all INPUT programs.

C. You will send us three (3) copies of a 1982 year-to-date reports and executive summaries for all input programs.

D. You will send us three (3) copies of all future reports and executive summaries for all input programs.



- E. You will send us  
(3 copies?) of all  
Input sales literature  
as it is produced.
- F. We will make our  
own filing system  
by date within  
color code.
- G. You will send a  
current ~~list~~ of  
~~prices~~ price list  
covering all ~~exp~~  
reports ever produced  
by (or still available





from) Input.

H. Undecided when you departed.

I. Your next visit:

Arrive: 9/25

KKA Seminars: 9/27 - 10/1

JISP Meeting: 10/4 -- and  
10/2 in Osaka, if  
necessary.

ODS: 10/5 - 10/8

3. We need to receive  
the deliverables described  
in 2.B, 2.C, and 2.G



no later than June  
30th.

Have they been sent?  
If so, when and how?  
If not, when and how  
will they be sent?

~~4. Peter, we must also~~

Thanks and best regards,

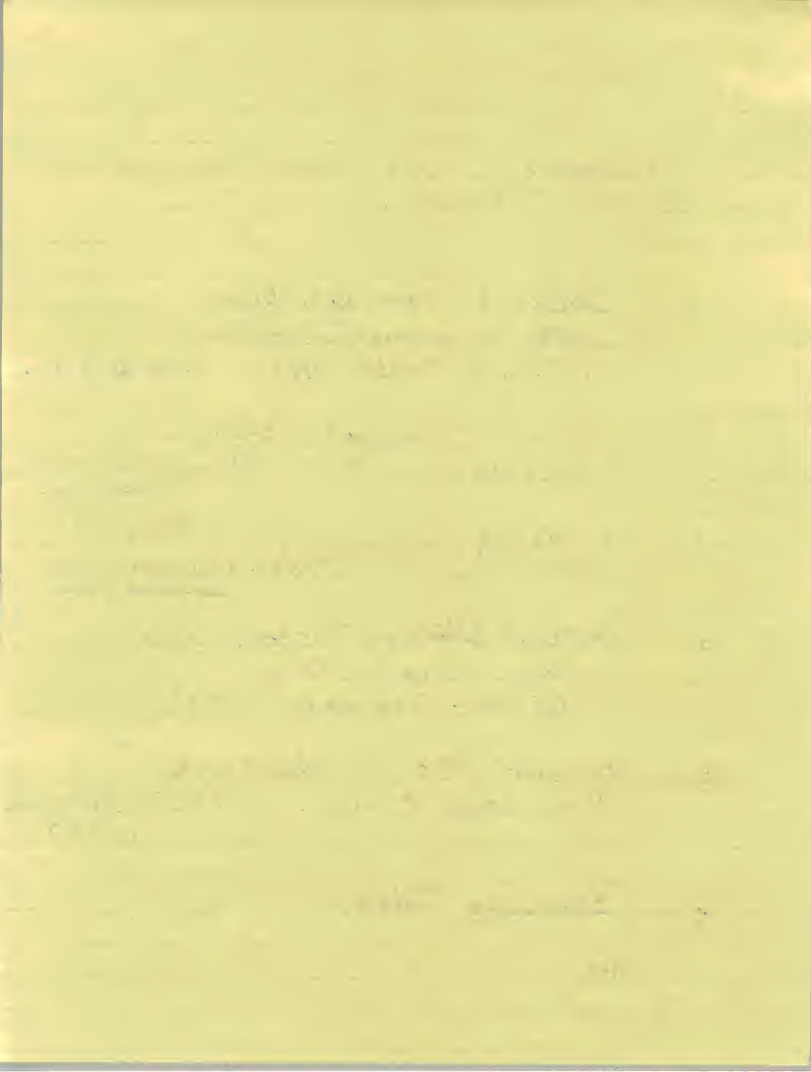
Bill Totten



Ed

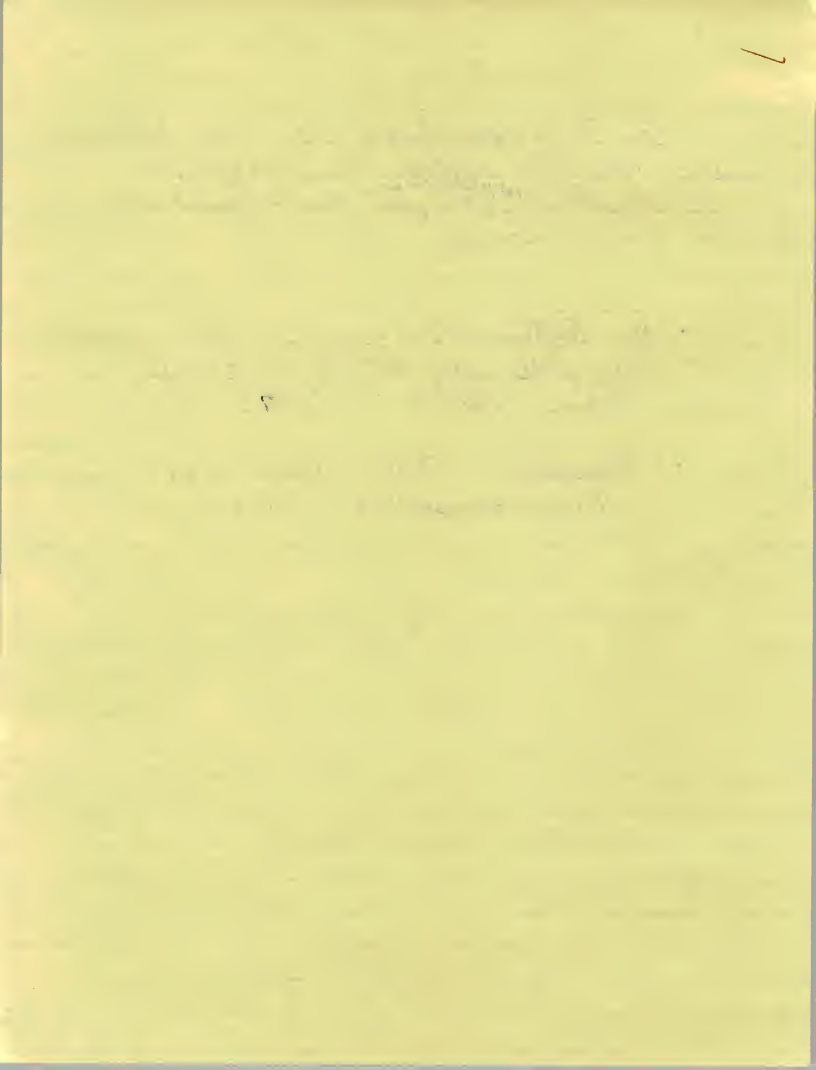
The following repats have been shipped in the TISP Program:

1. Future of IBM Data Base/  
Data Communications Software  
(T101 - October 1981) ~~shipped Dec.~~
2. How to Evaluate Packaged  
Software (T102 - November 1981)  
~~shipped Feb~~
3. Managing "office of the Future"  
Developments (T103 - December 1981)  
~~shipped Feb~~
4. Optical Storage Systems and  
Their Duplications  
(T106 - January 1982)
5. Beyond TSO: Productivity  
Tools come of age (T105 - February  
1982)
6. (Shipping Today)



As I understand it, the following are reports listed as program deliverables <sup>not yet delivered</sup> (original month scheduled in parentheses):

- New Software Languages: A Perspective (My notes say RS will do for April report) (5107)
- Graphics + CAD Software for Microcomputers (5104)





## CONSULTING PROGRAM IN INFORMATION SYSTEMS AND SOFTWARE

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  - June 1982: "Disaster Recovery Systems"
  - July 1982: "Office Communication Networks"
  - Aug. 1982: "New Software Productivity Tools and Aids"
  - Sept. 1982: "Performance Measurement/Capacity Planning"
  - Sept. 1982: BONUS REPORT "Annual Technology Update"



### COMPARISON

- Comparison of your company's EDP plans and expenditures with similar U.S. companies (requires completion of a survey form).

### INQUIRY SERVICES




- Telex or telephone access to INPUT for assistance in making U.S. contacts in advance of your trips to the United States.

### U.S. CONFERENCE ATTENDANCE

- Right to attend INPUT's U.S. conferences without charge.

-----

### PRICE

- ¥750,000 (fee for Charter Members) 
- ¥950,000 (regular fee) 
- ¥1,450,000 (fee for one-year subscription, October 1, 1981 through September 30, 1982 —   
comprising minimum of 12 reports)

(Note: All fees payable in Yen.)

- Please return order form to:

INPUT  
2471 East Bayshore Road  
Suite 600  
Palo Alto, CA 94303  
U.S.A.  
(415) 493-1600  
(Telex: 171407 INPUT PLA)

INPUT Japan  
7-7-26 Nishi-Shinjuku  
Suite 1106  
Tokyo, Japan 160  
03-371-3082



CONSULTING PROGRAM IN INFORMATION  
SYSTEMS AND SOFTWARE

TO: INPUT  
2471 East Bayshore Road, Suite 600  
Palo Alto, CA 94303

INPUT Japan  
7-7-26 Nishi-Shinjuku  
Suite 1106  
Tokyo 160

Dear Mr. Cunningham:

Please enroll our company in the Consulting Program in Information Systems and Software. I have read and agree to the scope and conditions of the proposal. Please send reports and letters to:

Name

Title

Address

Telephone Number

Telex Number

☐ Please bill us for six month period, October 1, 1981 to March 31, 1982.

☐ Please bill us for 12 month period, October 1, 1981 to September 30, 1982.

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The client agrees to control access to the information provided to prevent unauthorized disclosure in violation of this agreement.

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Name

Title

Section

Company

Particular report subjects we would like are:



J-ISP client

Rand'

- IN-02 Hiroshi Furubayashi  
Manager  
Computer Operations Dept.  
Marui Co., Ltd. Mr. Furubayashi
- IN-03 Koji Takahashi  
Systems Dept.  
Yasukawa Jōhō Systems Co. Mr. Mimoge  
Mr. Ishimaresu
- IN-04 Yasuto Ohsaki (He will come to Salon)  
Manager  
Ryōka Systems Co. Mr. Nakamura
- IN-05 Tōru Kōzu  
Manager  
Technical Development Dept.  
Nihon Jōhō Service Co. Mr. Arai  
Mr. Oda

Tokyo

5/19 - 5/30

9/24 - 10/10 ?





May 21, 1982

RECEIVED

MAY 24 1982

PALO ALTO

TO: Peter, Ed, Tom, Bud, Randi, Janet ✓

FR: George

RE: Status Report on J-ISP

- The following reports have been shipped to Japan:
  - J-101 Oct. '81 Future Of IBM DB/DC Software ✓
  - J-102 Nov. '81 How To Evaluate Packaged Software ✓  
(title changed from original by  
Hugh Keays)
  - J-103 Dec. '81 Managing Office Of The Future Developments ✓
  - J-106 Jan. '82 Optical Storage Systems And Their Application ✓
  - J-111 Feb. '82 Beyond TSO: Productivity Tools Come ✓  
Of Age (substitute for New Software  
Productivity Tools and Aids)
  - J-108 Mar. '82 Use Controlled Software And Systems ✓
- Scheduled to be shipped are:
  - J-110 Apr. '82 Office Communication Networks  
(Ship 6/4)
  - J-107 May '82 Software Maintenance Trends  
(Ship 6/18)
  - J-112 Jun. '82 Performance Measurement/Capacity Planning  
(Ship 7/2)
- Because the schedule is very tight on these, they will have to be typed and proofed within one week. (Each will arrive in Mountain View one week before ship date. All are rewrites of existing material.)



Memo  
May 21, 1982  
Page 2

- The remaining three reports, the Annual Report, are all new material. Present schedules and assignments for these reports are:
  - J-109 Jul. '82 Disaster Recovery Systems - O'Flaherty  
Due Mt. View 7/23 -- Ship 7/30
  - J-105 Aug. '82 Graphics And CAD Software On Microcomputers  
Kocher - Due Mt. View 7/30 -- Ship 8/13
  - J-104 Sep.'82 New Software Languages: A Perspective  
Heidenrich (?) Due Mt. View 8/27 -- Ship 9/15
  - J-113 Sep.'82 Annual Technology Update - O'Flaherty  
Due Mt. View 9/15 -- Ship 9/30

/ehk

